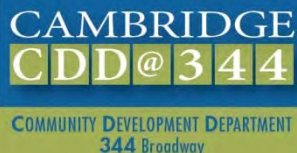


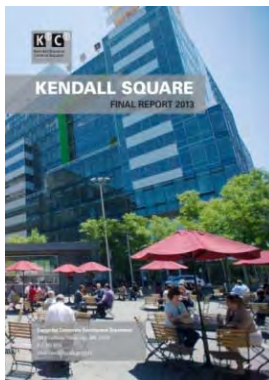


# PUD-KS (Volpe Site) Rezoning December 1, 2015



Community Development Department





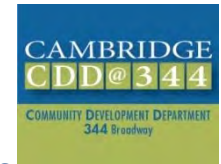
*K2 Study Process 2011 – 2012*



*ECPT/CBT Plan*



*Connect Kendall Sq Competition*



2011

**K2 Study**

- 20-person Advisory Committee --residents, businesses, property owners/developers, MIT, Kendall Square Association, CRA
- Multidisciplinary consultants -- Goody Clancy
- 18 committee meetings, 5 public meetings/working sessions/site tours
- City Council roundtable

2012

2013

2014

**PUD-KS Proposal developed with discussions at Planning Board**

2015

**PUD-KS Petition Filed by Planning Board Ordinance Committee/Planning Board Public Hearings**

**Volpe Site Community Outreach (summer/fall)**

**PUD-KS Refiled – August 2015**

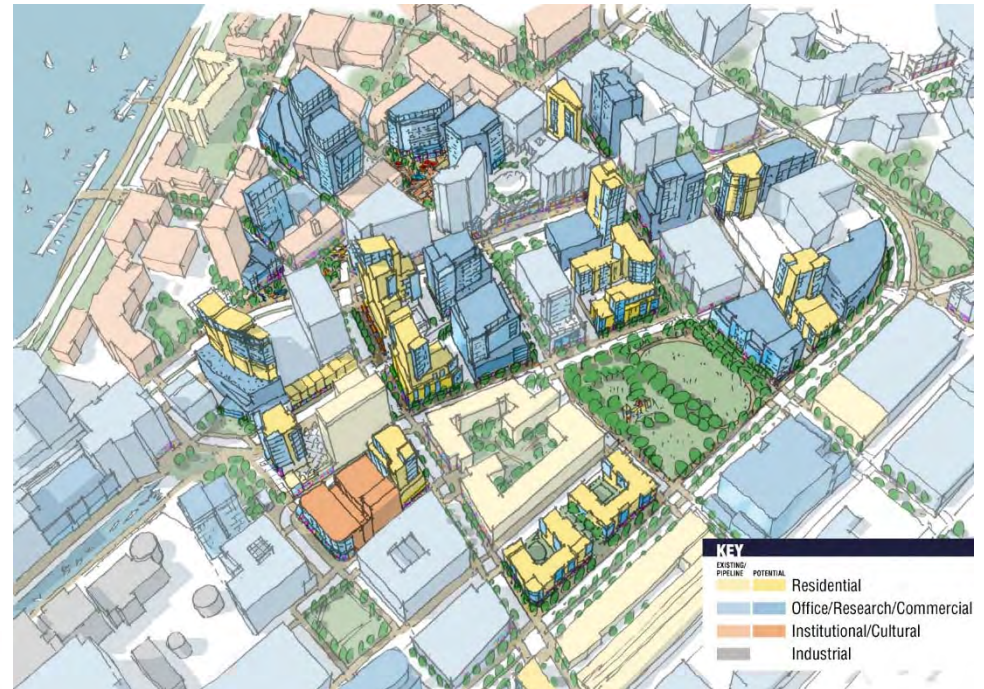
**Petition Hearings (ongoing)**





# Vision for Kendall Square

“A dynamic **public realm** connecting diverse choices for **living, working, learning, and playing** to inspire continued success of Cambridge’s **sustainable, globally-significant** innovation community.”



*K2 Planning Vision (Goody Clancy)*



*ECPT Planning Vision (CBT Architects + Planners)*

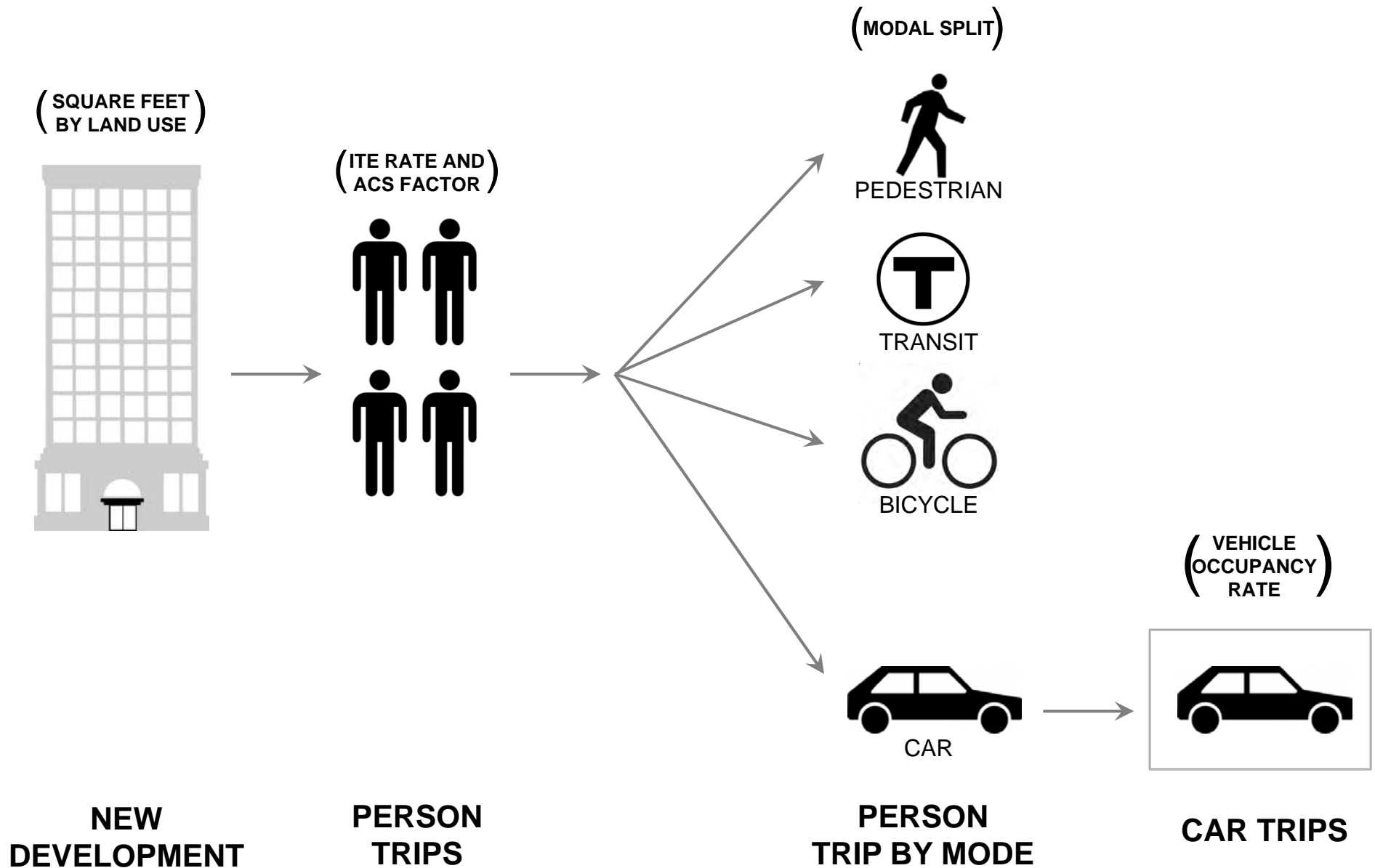




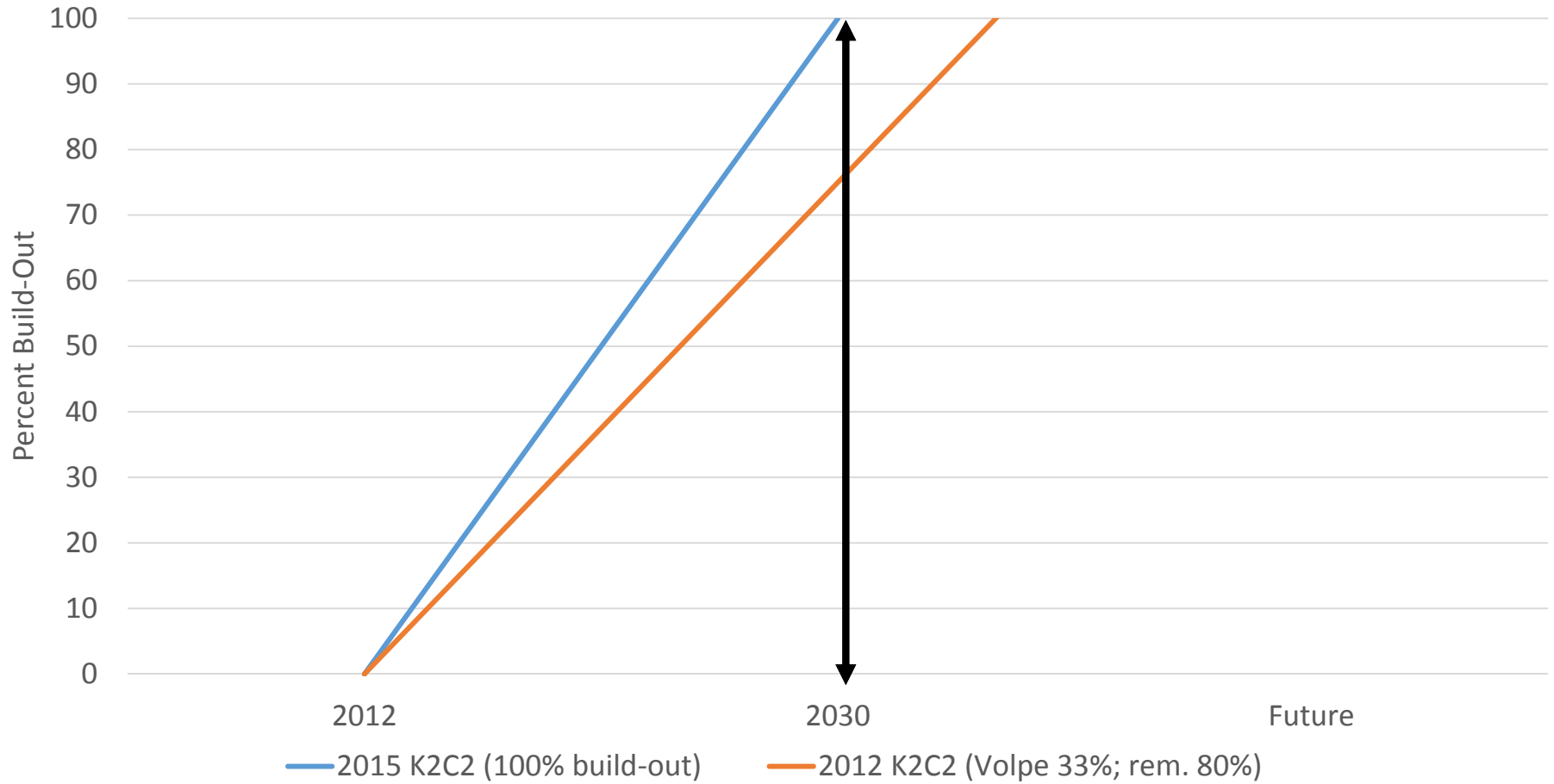


# K2C2 Transportation Analysis

# Calculating New Trips

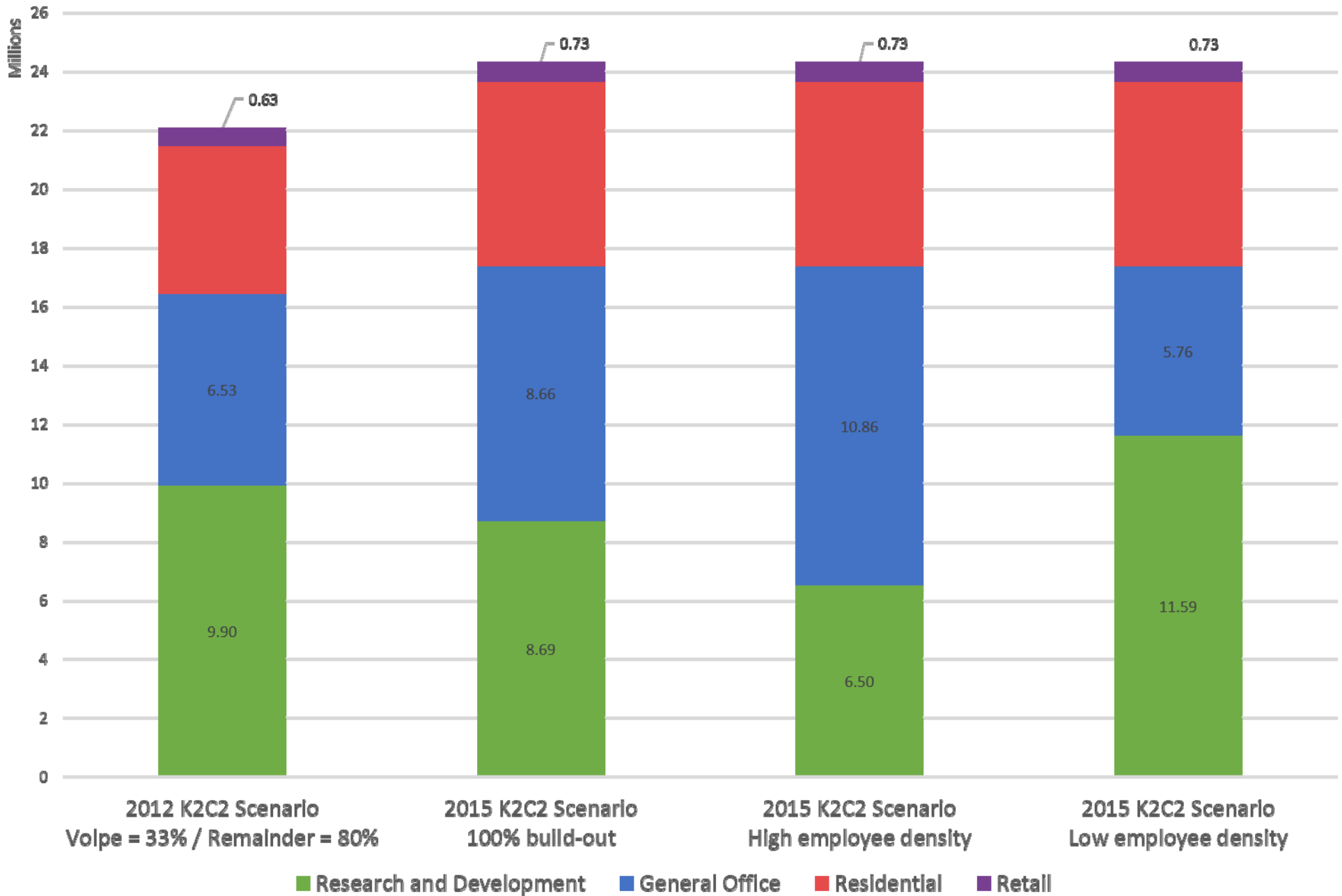


# Pace of Development Scenarios





# 2030 Build-Out Scenarios by Square Footage

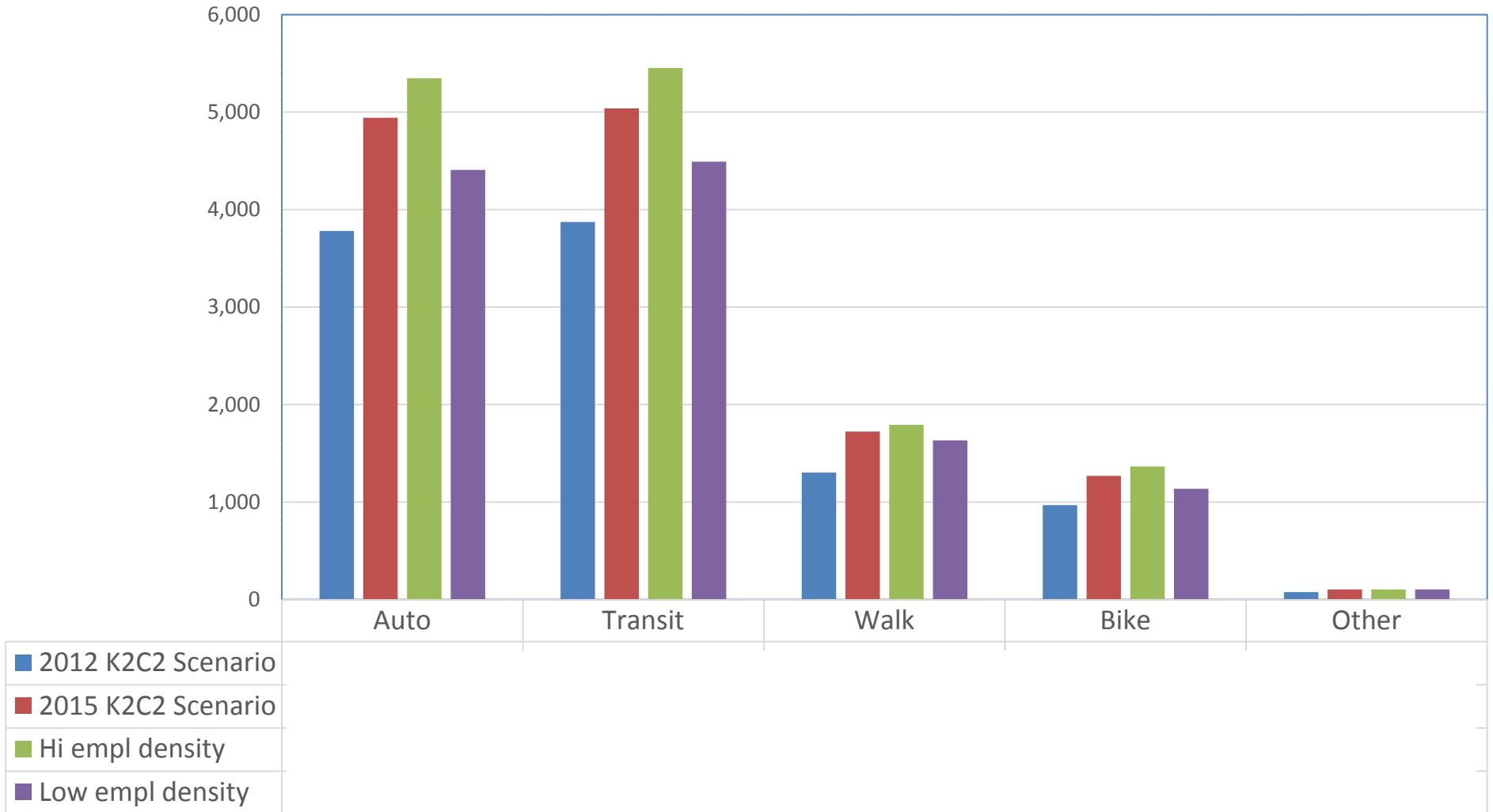


# 2030 Estimated Total Person Trips Comparison

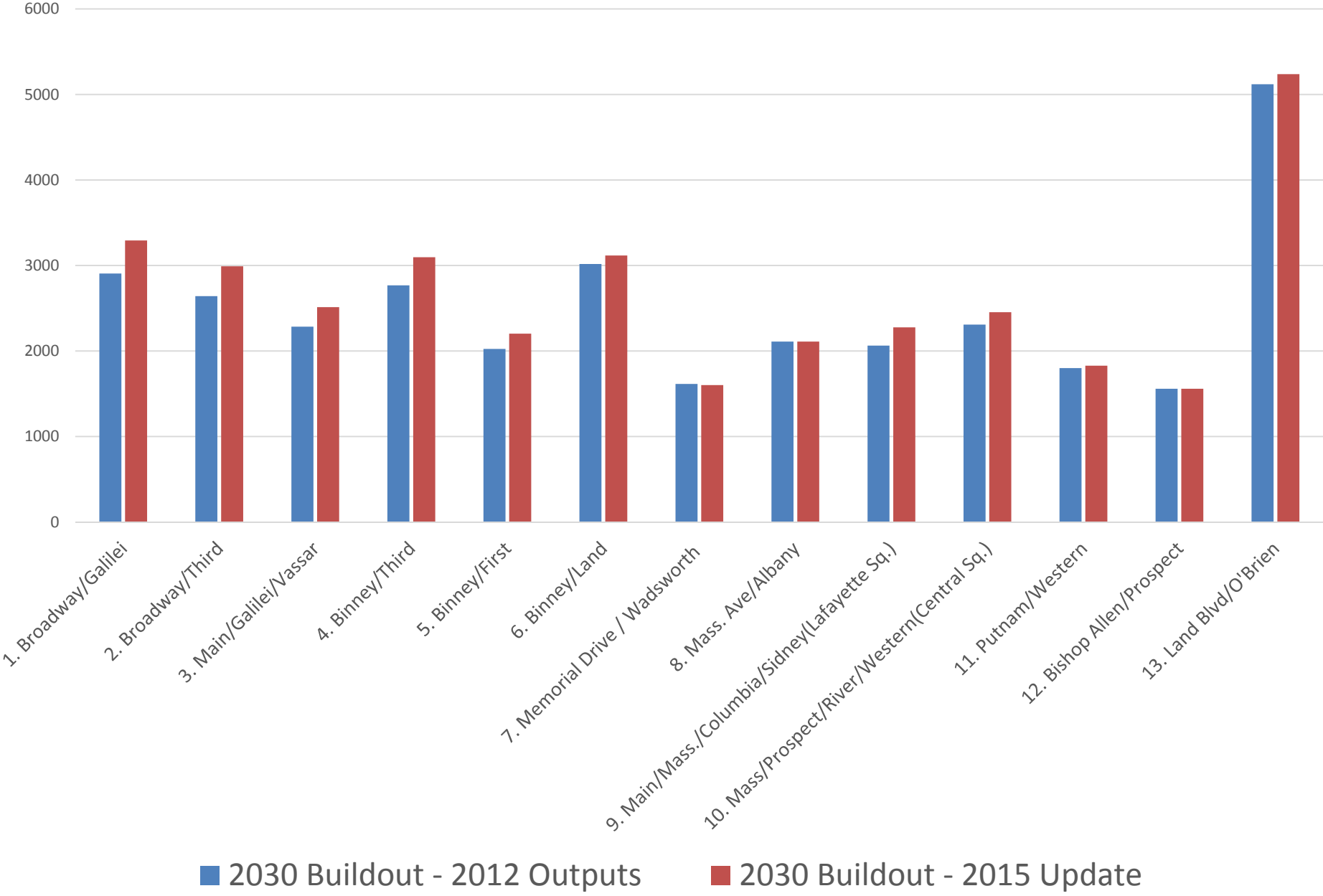




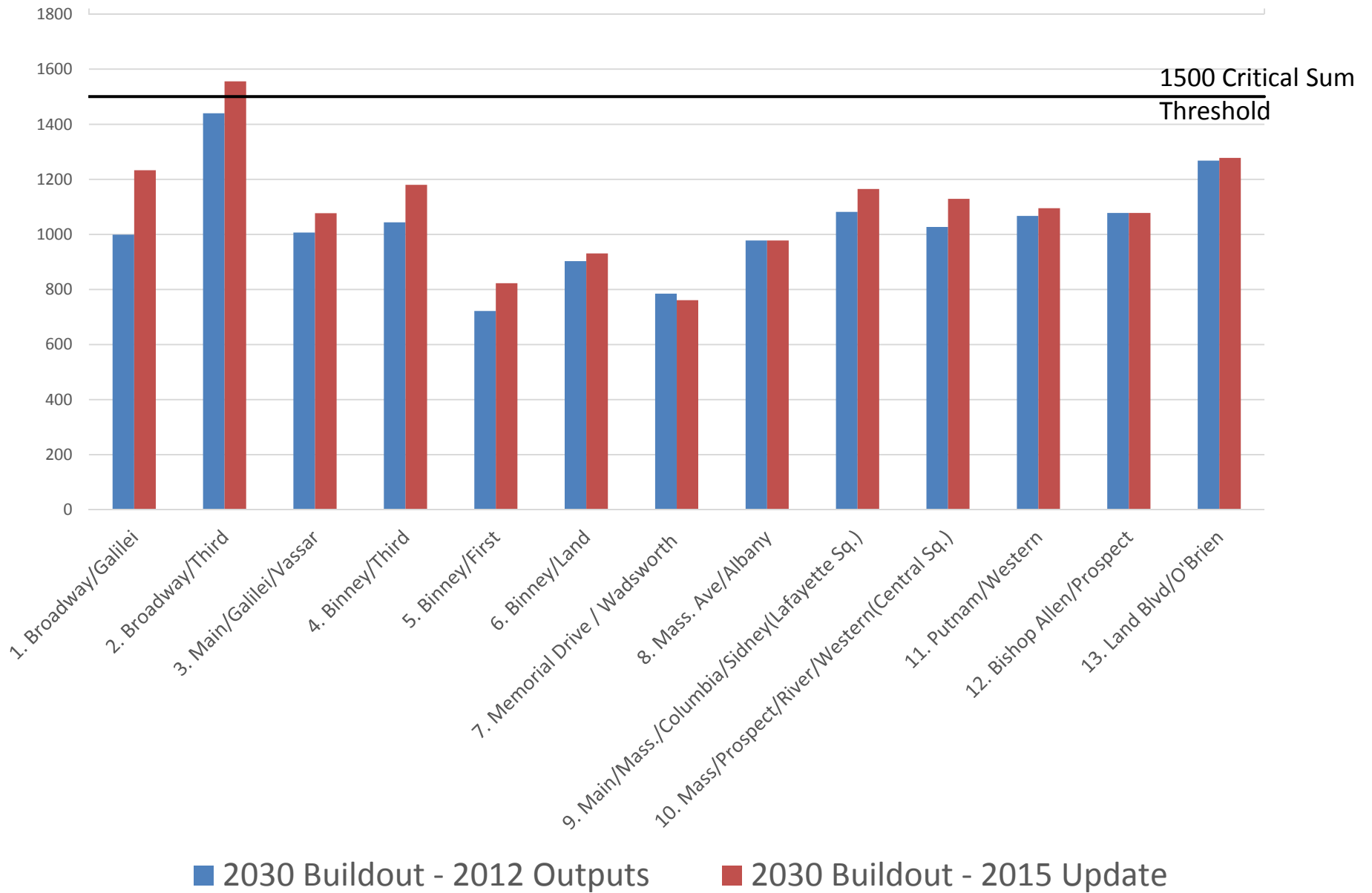
# 2030 Estimated Person Trips by Mode



# 2030 Traffic Volumes by Intersection Comparison



# 2030 Critical Sums by Intersection Comparison





# Approach

- Current zoning requires traffic study and mitigation program
- Require transit analysis and mitigation
- Link to milestones, thresholds or performance standards
- Current proposal includes \$10 per square foot requirement (\$6.67 for open space and transit)
- Final Development Plan/Special Permit to include specific and detailed set of requirements





# PUD-KS Preliminary Financial Analysis



CAMBRIDGE  
REDEVELOPMENT  
AUTHORITY



Analyze. Advise. Act.

December 01 2015



# Assumptions and Methodology

## Capital Assumptions

Interest Rate (Total Project Costs)	6.00%
LTV (Total Project Costs)	60.00%

## Affordable Housing Assumptions

65% AMI	15.00%
95% AMI	5.00%

Program	Total Proposed SF	Percent of Total
Residential	1,116,000	38%
Office	816,000	27%
Lab	816,000	27%
Retail	140,000	5%
Innovation	84,000	3%
<b>Total</b>	<b>2,972,000</b>	<b>100%</b>

## Estimated Construction Costs (Hard & Soft)\*

Residential	\$407 per GSF
Office	\$358 per GSF
Lab	\$413 per GSF
Retail	\$330 per GSF
Innovation	\$358 per GSF
Parking	\$100,000/space

\*Projected construction costs are based on current projects being built in the Cambridge area and do not reflect any sensitivity to future design requirements, unusual ground or soil conditions, or other unique costs associated with redevelopment.



# Assumptions and Methodology

- Preliminary cash flow analysis based on Kendall area development comps
- Modeled as a horizontal developer pro forma
- “Land Value” based on 3 phases of land disposition
- Resulting value is “supportable site costs”  
Includes:
  - Federal facility (building and fit-out)
  - Site Remediation
  - Public Streets and Parks
  - Off site Infrastructure

# Land Value Output

## Costs Included in Program Analysis

Building construction

Soft costs

On site improvements

Inclusionary and Middle Income Housing

Commercial Linkage Payments

Community Fund @ \$10/gsf

# Preliminary Results

Estimated Land Value	Per GSF	Total (1)
Residential (2)	\$58	\$65,000,000
Office	\$155	\$126,000,000
Lab	\$199	\$162,000,000
Retail	\$68	\$10,000,000
Innovation	\$129	\$11,000,000
<b>Subtotal-Residual Land Value (3)</b>	<b>\$126</b>	<b>\$374,000,000</b>
Financing and Other Costs (4)	-\$30	-\$91,000,000
<b>Subtotal-Financing and Other Costs</b>	<b>-\$30</b>	<b>-\$91,000,000</b>
<b>Supportable Site and Volpe Replacement Costs</b>	<b>\$95</b>	<b>\$283,000,000</b>

(1) Rounded to the nearest million.

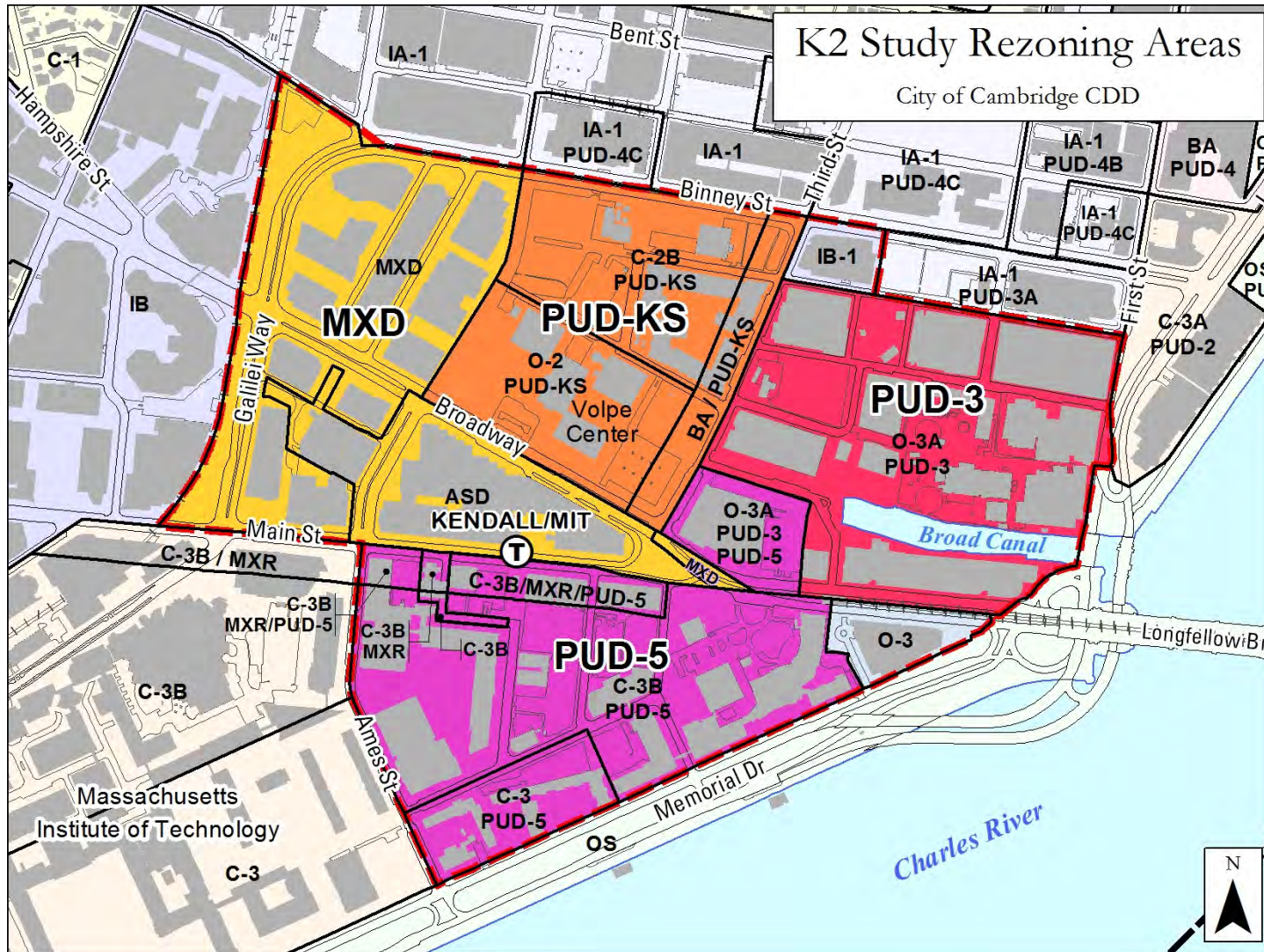
(2) The residual land values of the market-rate and affordable components are \$120 and -\$192, respectively.

(3) Based on proposed program SF.

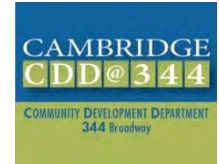
(4) Includes incentive/linkage fees, debt, and equity costs.



# Planning Board Recommendation



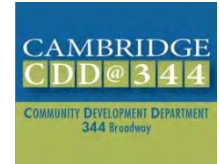
# Planning Board Recommendation



## ADOPTION ...

- Enable transformation consistent with K2 Plan
- Support future growth in Kendall Square, leveraging benefits such as housing, open space, retail, active ground floors, sustainable development, transit and workforce readiness
- Volpe site presents a unique opportunity for transformation in the heart of Kendall Square
- Affirm the City's redevelopment objectives for the Volpe site before a developer is chosen

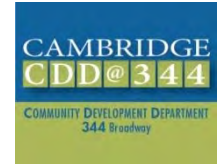
# Planning Board Recommendation



## **ADOPTION**, with suggested changes:

- **Affordable Housing Requirements**  
*15% low-moderate + 5% middle income minimum*
- **Open Space**  
*Detailing desired open space functions*  
*No more than 20% of required public open space can be met on Federal site*
- **Height**  
*More flexibility in arrangement, limiting bulk at taller elevations*  
*(Planning Board can modify if it produces a better result)*
- **Active Uses**  
*More desired ground floor uses including grocery stores, family-serving uses, small independent operators; limitations on banks*

# Planning Board Recommendation



## **ADOPTION**, with suggested changes:

- **Urban Design**

*Incorporate Urban Design Framework along with K2 Design Guidelines*

*High-quality architectural design part of development review*

*Require pre-application consultation with Planning Board*

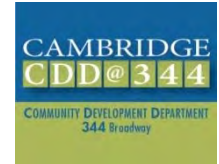
- **Transportation**

*Same parking cap for office as lab (0.8 space per 1,000 square feet)*

*Require transportation mitigation program to include transit*



# Recommendation: Affordable Housing



<i><b>APPROXIMATE</b></i>	<b>Current Zoning</b>	<b>Initial Proposal</b>	<b>Modifications</b>
Total Units	879	1,014	1,014
Low-Moderate Units	101	101	152
Middle Income Units	None required	51	51
<b>Total Affordable Units</b>	<b>101</b>	<b>152</b>	<b>203</b>



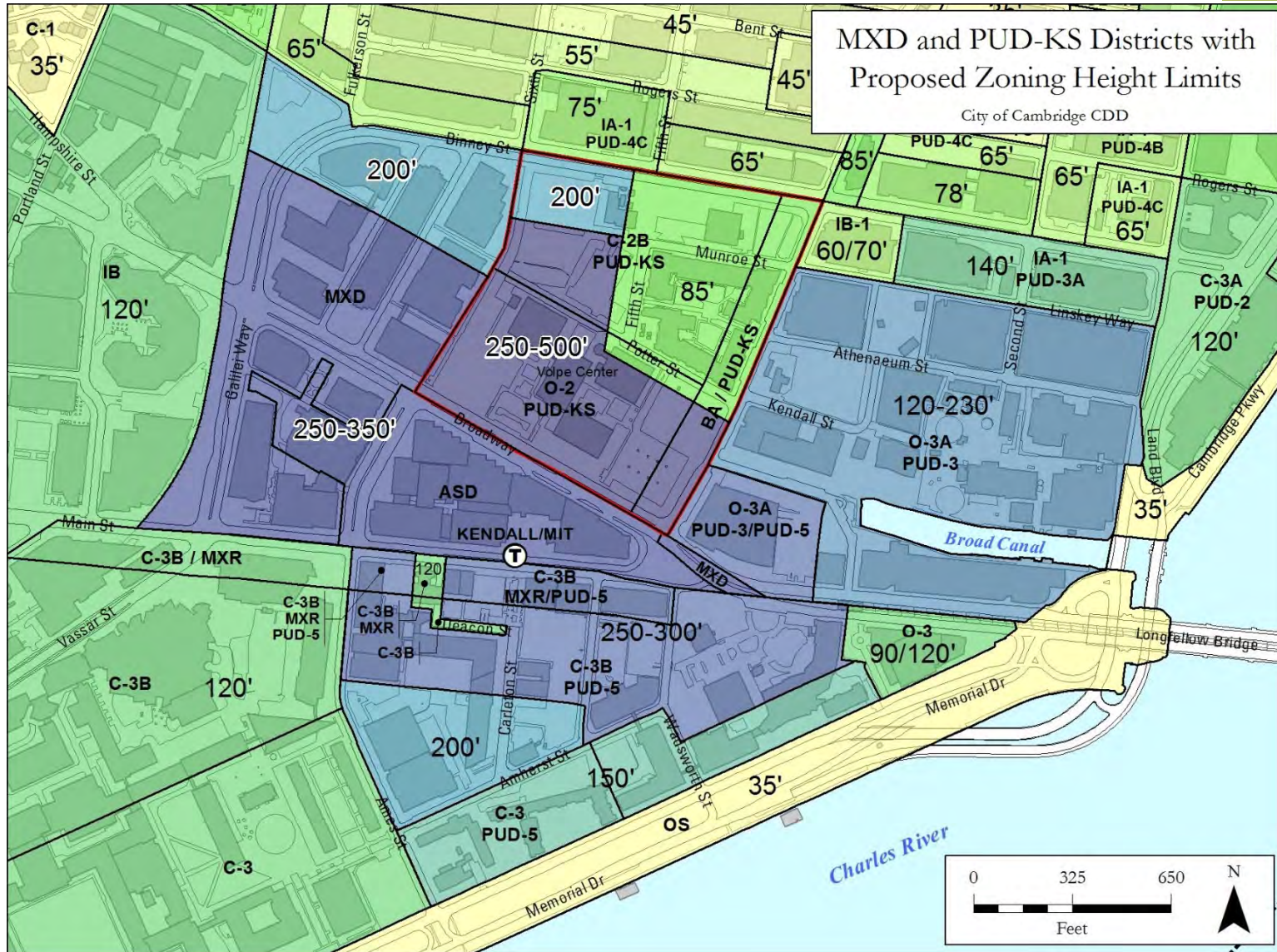
# Recommendation: Public Open Space

- **System:** All spaces must serve a public function, integrate with the area's open space network
- **Civic park or plaza:** Required element of the public open space system
- **Federal site:** Fulfills no more than **20%** of requirement



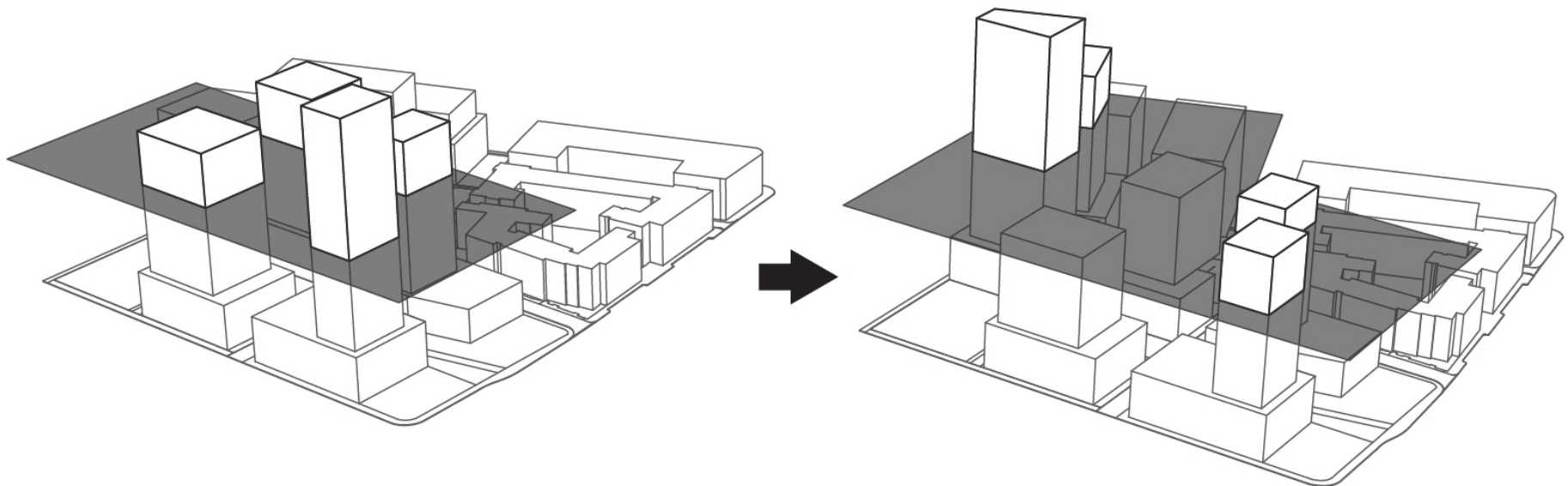


# Height Limits: Planning Board Recommendation



# Height Limits: Planning Board Recommendation

- **Above 250 feet:**  
No more than 15,000 SF floor plate  
No more than 10% of parcel area total (62,000 SF)
- **Above 350 feet:**  
No more than one building, particularly high-quality design
- **Planning Board may waive these limits only if it results in a better design outcome**





# Recommendation: Active Ground Floors



- **Required:** 75% of frontage along major streets
- **Incentivized:** spaces of 5,000 square feet or less
- **Active Uses Must Include:** grocery, market or general store space for small operators (2,500 square feet or less)
- **Active Uses May Include:** child care, recreation, education and cultural uses for families
- **Active Uses May Not Include:** banks, office lobbies

# Recommendation: Urban Design

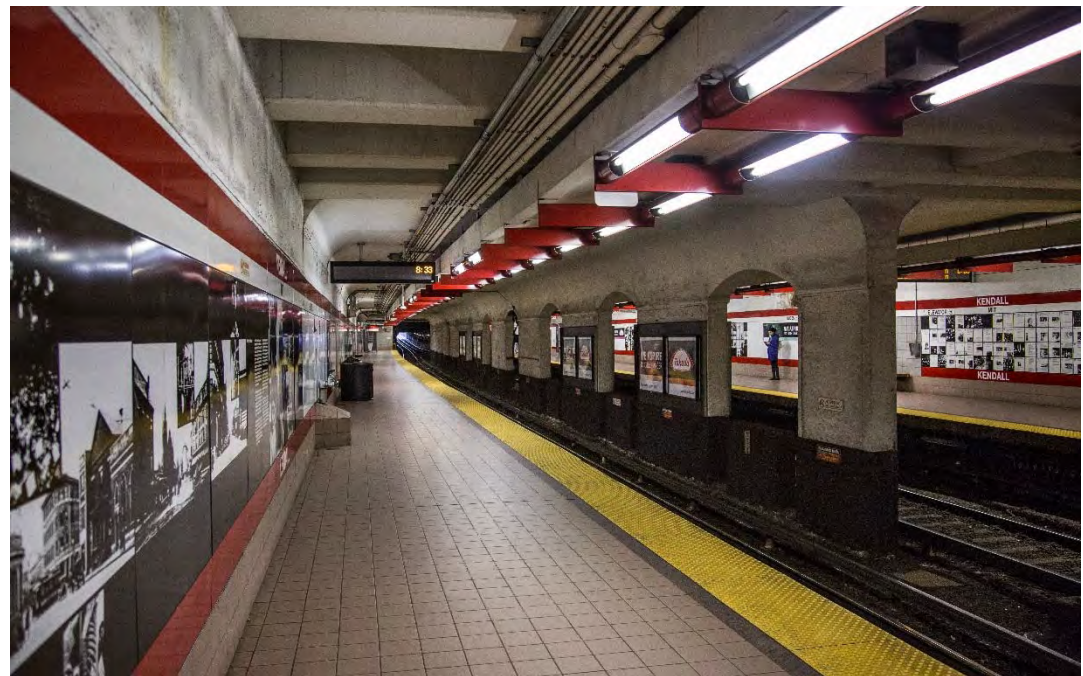


- **Urban Design Framework:** to complement K2 Guidelines and other area plans
- **High-Quality Architecture:** component of project review
- **Pre-Application Conference:** required early engagement on development options

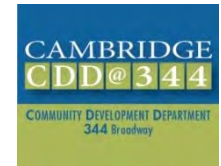


## Recommendation: Transportation

- **Parking:** Lab and office uses both capped at 0.8 space per 1,000 square feet.
- **Mitigation:** Transportation study and mitigation package must include transit. Improvements may be linked to milestones, thresholds or performance standards



# Volpe Site: Anticipated Development



	Current Zoning	Proposed Zoning
<b>Site Area</b>	620,000	620,000
<b>Residential</b>	967,000 (min)	1,116,000 (min)
<b>Office / Lab</b> (not including Innovation Space)	1,086,000 (max)	1,632,000 (max)
<b>Retail</b>	50,000	140,000
<b>Innovation Space (min)</b>	0	84,000
<b>Total Private Development</b>	2,103,000	2,972,000
Volpe Facility (replacement)	375,000 (exist.)	375,000 (approx.)

*Figures in Square Feet of Gross Floor Area. ALL FIGURES APPROXIMATE*

# Benefits of PUD-KS Zoning Proposal (as Recommended)

---

## Housing

- 1,000 units minimum (approx.)
  - 150 affordable, 50 middle-income (approx.)
  - \$20+ million in total incentive zoning payments
- 

## Active Ground Floors

- Continuous active use on Third Street, Broadway
  - Up to 140,000 SF ground-floor retail (exempt)
  - Grocery/general merchandise, small operators, family uses
- 

## Public Open Space

- At least 3.5+ acres Public Open Space
  - Connections to adjacent streets and spaces
  - At least one major civic plaza/park, other public functions
- 

## Innovation Space

- 84,000 SF (approx.) at full commercial buildout
- 

## Transportation

- Cap on total parking (further capped for office)
- 

## Sustainability

- LEED Gold + energy, stormwater requirements
  - Additional requirements from Net Zero Plan
- 

## Community Funds

- \$16+ million total for open space programming, transit improvements, workforce readiness
- 

## Urban Design

- General K2 Design Guidelines
  - Site-Specific PUD-KS Urban Design Framework
-



